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Steering the Burning Platform: DoN MPT Research Agenda

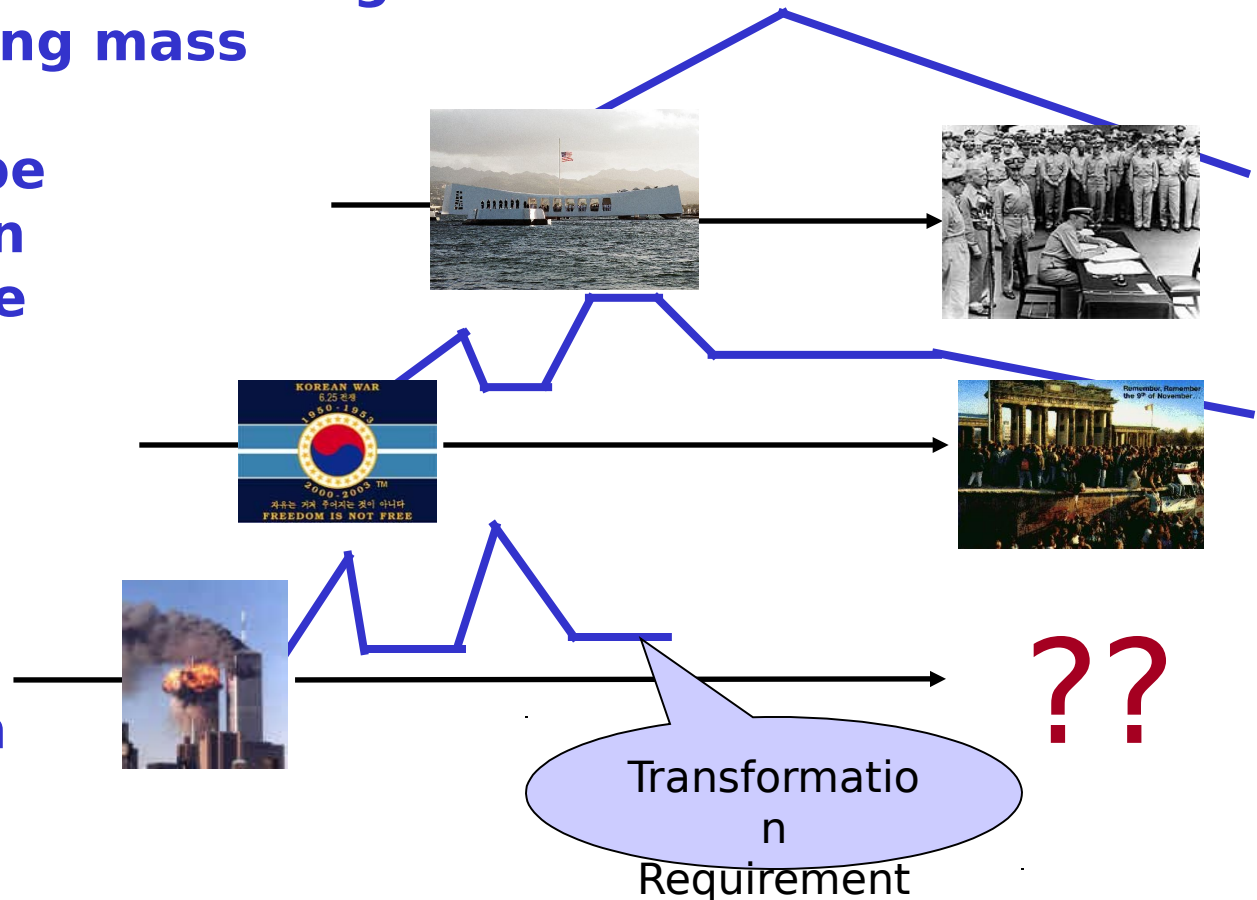
Third Annual Navy Manpower Conference
March 31, 2003



Prelude

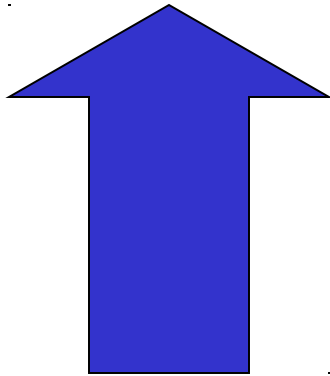
Unlimited resources
have allowed the US to
prevail by accumulating
overwhelming mass

But mass will be
less effective in
response to the
asymmetric
threats of the
GWOT
Vision of Naval
Power 21
provides
transformational
direction

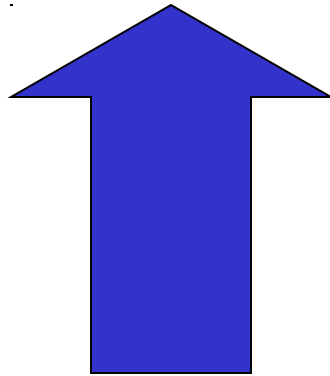




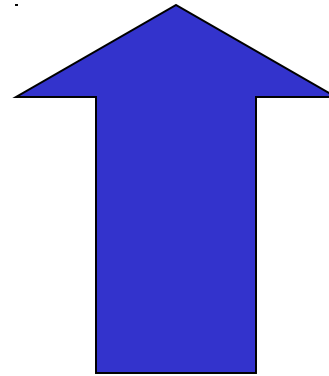
The Challenge for DoN Human Resource Leadership



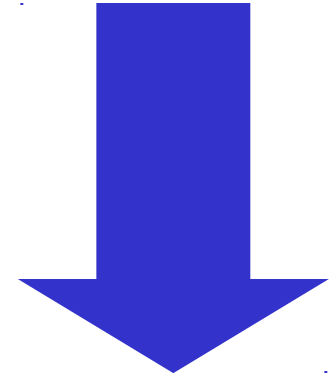
MPT Costs



Technology



Uncertainty



Resources

“Building tomorrow's force is not going to be easy. Changing the direction of our military is like changing the course of a mighty ship, all the more reason for more research and development, and all the more reason to get started right away.”
President George W. Bush



GWOT Requires Transformation of DoN Human Resource Policies, Programs, & Organizations

Uncertainty 

OPTEMPO - Likely to be moderate and on-going, punctuated by periods of intense commitment. What surge capacities will be needed?

Technology 

How do we achieve sustainable **DODEBIO CULTURE** - Rapid changes to enhancements and expectations. How will HR accommodate and change? What can be learned from non-military organizations?

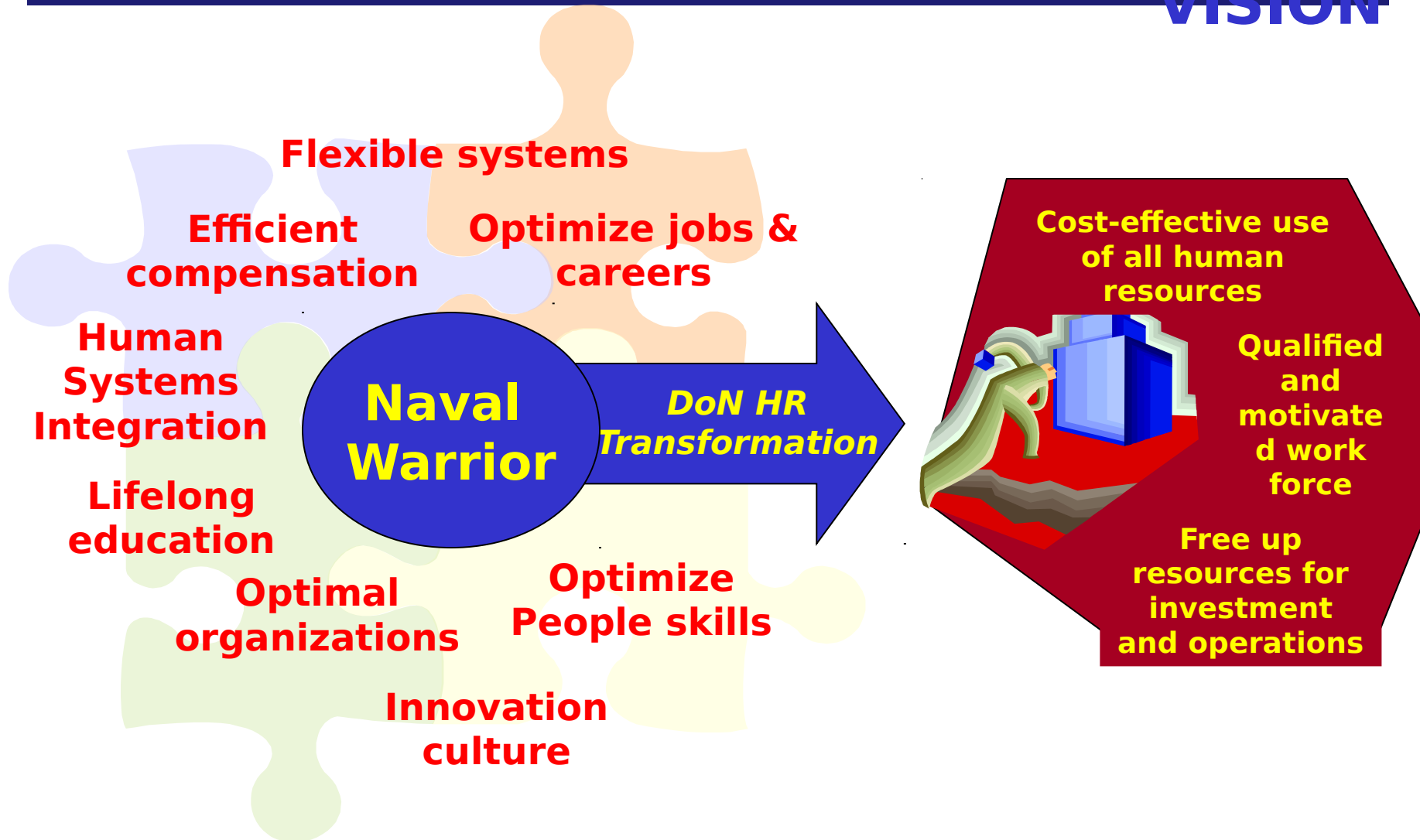
MPT Costs 

CORE FUNCTIONS - Today's national security functions requires adjustment. What are core functions? How do we divest non-core work? How will we balance force structure among active, reserve, civilians, and





DoN STRATEGIC HUMAN RESOURCES: GETTING TO THE VISION





Bottom Line

- **Establishing M&RA research program**
- **Invest resources and effort to determine the future shape of DoN human resources**
- **Lay groundwork for the steps we need in order to navigate a straight course to the future**

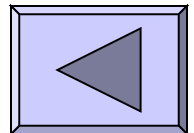


Backups



Jobs & careers designed to optimize human effectiveness

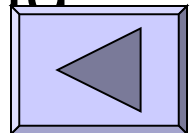
- Reenergize requirements determination process, especially for shore billets – military, civilian & contracted
- Redefine reserve missions and organization to provide more flexible careers while enhancing readiness
- Improve ability to define and match comprehensive job characteristics with human capabilities





People matched to jobs and careers

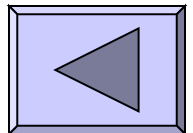
- Improve ability to measure and apply wider range of personal skills, interests and aptitudes
- Develop and implement new generation of Sailor-centric career planning methodologies
- Develop methods to tailor compensation and incentive packages to individual Sailors for specific jobs and career paths





Training/education content & delivery

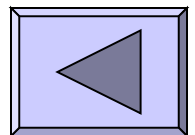
- Learn more about efficient learning styles and apply to future training
- Embed training in all new system development
- Foster culture of career-long education and training





Efficient compensation: motivator and management tool

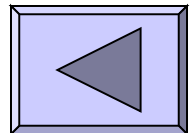
- Make sweeping changes to compensation system to promote flexibility, simplicity and equity
- Tailor compensation to individual sailors and marines
- Determine how non-compensation items supplement and replace compensation as motivators





Promote culture that encourages innovation and high performance

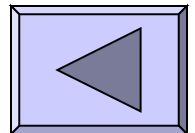
- Refine understanding that organizational culture change is a major responsibility of the human resources profession
- Build and implement tools and processes to capture and analyze data on cultural aspects of our Naval organizations
- Better understand the role diversity plays in achieving organizational excellence





Flexible systems create appropriate incentives

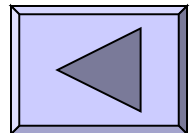
- Continue thrust to make HR systems Sailor-and Marine-centric
- Stay attuned to evolutions in civilian society and culture in order to maximize the benefits of incentives





Create organizational designs that optimizes performance

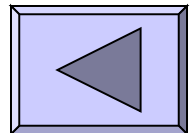
- Focus on how improved technologies and higher quality personnel affect how people perform in organizations
- Study if, and how, reductions in levels of command and layering can improve performance
- Learn and leverage best practices from the private sector



Human performance integrated in systems decisions



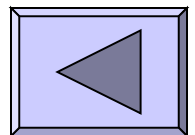
- Reenergize requirements determination process, especially for shore billets – requires new methodologies and technology investments
- Strengthen Human Systems Integration (HSI) and human performance capability





“Creativity and imaginative thinking are the great competitive advantages of America and America's military. Today, I call upon you to seize and to join this tradition of creativity and innovation. Our national and military leaders owe you a culture that supports innovation and a system that rewards it. Officers willing to think big thoughts and look at problems with a fresh eye are sometimes wrong. New ideas don't always work. If you pick up this mantle, some of your ideas may fail. But we need to give you this freedom, and we will. It is from your failures that we will learn and acquire the knowledge that will make successful innovation possible. As president, I am committed to fostering a military culture where intelligent risk-taking and forward thinking are rewarded, not dreaded. And I'm committed to ensuring that visionary leaders who take risks are recognized and promoted.”

President George W.
Bush



STRATEGIC HUMAN RESOURCES IN DoN: GETTING TO THE VISION

Jobs & careers designed to optimize human effectiveness
People matched to jobs and careers

Training/education content & delivery

Efficient compensation: motivator and management tool
Promote culture that encourages innovation & high performance
Flexible systems create appropriate incentives
Organization design optimizes performance
Human performance integrated in systems decisions



Cost-effective use of all human resources

Free up resources for investment and operations

Qualified and motivated work force



GWOT requires transformation of DoN human resources policies, programs and organizations

- Future likely to be marked by on-going moderate tempo levels punctuated by short periods of intense commitment
 - What surge capabilities needed to respond to specific challenges – Afghanistan, Iraq, Korea?
 - How achieve sustainable operational tempo?
- What core functions required to maintain on-going national security functions? How will we accomplish those core functions? How will we divest non-core work?
 - How will we balance force structure among active, reserve, civilians and contractors.
- How will HR accommodate and facilitate culture change required by technology and force transformation? What can we learn from high performing non military organizations?
- How can we control HR spending to allow for needed investment and operations?